STRATCOM

REPORT ON THE FEASIBILITY OF CORPORATE SPONSORSHIP FOR SCIENTIFIC RESEARCH IN CANADA'S NATIONAL PARKS

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Prepared for:

The Canadian Parks Service

Submitted by:

STRATCOM Inc.
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I. INTRODUCTION

I INTRODUCTION

STRATCOM Inc., Feb. 25, 1991, undertook a feasibility study with the Canadian Parks Service Western Region (CPS or the Parks Service) to determine the potential for corporate and/or non-government funding of wildlife research projects within national parks.

At the outset, the Parks Service directed that the Canadian Parks Partnership (CPP or the Partnership) -- the national non-profit umbrella organization for co-operating associations across the country -- through its Executive Director, be involved in a planning and advisory capacity for the duration of the study.

A. BACKGROUND

The imperative for this study comes from the need for the Parks Service to base management decisions on the acquisition and application of credible scientific fact to protect and manage the significant heritage resources contained within national parks. This imperative is the cornerstone of the Parks Service strategic plan "Choosing our Destiny", a document which stressed the need for closer associations with the corporate and academic communities.

To achieve this mandate, a number of initiatives are being explored. Those that have application to this study include: the potential for corporate sponsorship of research projects; establishment of western environmental research institutes; and establishment of adjunct professorships or co-funded research with universities. Establishment of research institutes and/or adjunct professorships and co-funded research projects with universities have application to this study only insofar as they may offer an additional incentive within a corporate sponsorship opportunity, or may offer insight into the roles the Parks Service and the Partnership must play in the development of a sponsorship program.

At the initial planning meetings the parameters of the study were reviewed by the Parks Service, the Partnership and STRATCOM Inc. Part of this review included: refinement of objectives which have been outlined below; ethical considerations with respect to potential sponsors in the corporate community; non-government funded programs currently under way by the Parks Service or the Partnership; volunteer membership of the Partnership and the local associations; the potential for partnership opportunities with existing universities and institutes.

Ethical considerations with respect to potential corporate sponsors are not of great concern at the present time. The Parks Service would, in any case, decline involvement with any corporation whose products or whose mandate is not in keeping with the philosophy of national parks. This largely includes the manufacturers/producers of tobacco and alcohol and companies involved in land claims in or around national park sites.

At present, the Partnership has a limited volunteer base. At the national level, the board of 8 members comprises the total volunteer membership. Locally, the nearest association, the Friends of Banff, is still in the formative stage.

B. OBJECTIVES

The principal objective of this study was to determine the level of interest in the corporate community for funding a scientific research program, the kind of commitment most likely, and the range of contributions possible.

Secondary objectives included:

a) identification of barriers and obstacles which might impede such a program

b) identification of programs or opportunities which might be eligible for sponsorship

c) identification of mechanisms and presentation materials required for a sponsorship solicitation program

d) development of a working model for the solicitation and management of a corporate sponsorship program

e) determination of the role the Canadian Parks Partnership should play in the solicitation and management of such a program

II. METHODOLOGY

II METHODOLOGY

At the outset of the study, STRATCOM Inc. identified four separate components to be researched for the study:

- o professional fund-raising management companies
- o universities and institutes
- o foundations and grants
- o corporations

A total of 42 interviews were carried out during the course of the study. Due to time constraints, most interviews were conducted by telephone although several were accomplished in person.

The bulk of the interviews were conducted with respondents in Calgary. Responses were also received from Toronto, Oshawa, Windsor, Mississauga, Willowdale, Halifax, Edmonton and Vancouver.

In-person or telephone interviews were not undertaken with foundations. Rather, a foundation and grant search was completed through the Canadian Centre for Philanthropy in Toronto.

Professional fund-raising management companies were selected by STRATCOM Inc. which were national or international in reputation and involved in major capital and operating campaigns. A subjective set of questions was drafted and used to initiate conversation during the interviews. Interviews were conducted with the vice-president of the company and were of 45 to 60 minutes duration.

Universities and proposed institutes were identified in consultation with the Parks Service and representatives interviewed on an informal basis. Interviews were 15 to 30 minutes in length.

A roster of corporations was developed in consultation with the Parks Service and the Partnership. Corporations selected for interview represented a cross section of the business community and were reflective of Calgary's status as the third largest head office location in Canada. Interviews were conducted with either the president, vice-president, general manager or donations officer. Length of interviews varied; telephone conversations normally lasted between 20 and 30 minutes while in-person discussions lasted up to 45 minutes. One in-person interview took more than an hour.

An information package (Appendix A) was sent to each corporate interviewee in advance. This package contained a covering letter over the signature of Jocelyne Daw, Executive Director of the Partnership, a two-page questionnaire and a list of sample projects eligible for sponsorship.

The initial draft of this material was based on a more informal and subjective format allowing for a comfortable exchange of ideas and a minimum of pressure on corporate representatives to indicate commitment. However, at the recommendation of both the Parks Service and the Partnership, a more direct and formal approach was adopted in both the covering letter and the questionnaire.

Interviewees were asked to respond to a broad range of questions designed to assess their interest in supporting research sponsorship. Discussion also included, where possible, response to questions of image and profile of the Parks Service, the Partnership, national parks, philanthropy in general and environmental projects in particular, fund-raising techniques and corporate donation policies.

For statistical purposes, the findings of this report have been articulated in four sections.

The total number of interviews reflected in the statistics is 42; 14 in-person and 28 by telephone.

Professional Fund-Raisers: 3 interviews in total; 1 in-person and 2 by telephone.

Universities and Institutes: 4 interviews in total; 2 in-person and 2 by telephone.

Foundations and Grants: 130 foundations which have a history of making contributions in Canada were searched, based on a broad range of applicable categories; 1,910 grants were identified in these categories.

Corporations: 35 interviews in total; 11 in-person and 24 by telephone.

A total of 60 individual contacts were made with corporations, universities and institutes, and professional fund-raisers. A list of those contacted is attached (Appendix B).

Opinions of those interviewed are, as much as is possible, statistically reflected so some data produced by this study might be regarded as empirical. However, this data cannot be regarded as scientifically obtained. Impressions and attitudes are purely subjective and the analysis, conclusions and recommendations are intended to be more qualitative than quantitative.

It is the opinion of STRATCOM Inc. that those selected for interview adequately represent a cross section of the components identified at the outset and the information gained is sufficient to provide direction contained in this report.

III. FINDINGS/RESULTS

III FINDINGS AND RESULTS

The study has identified three options available to the Partnership and/or the Parks Service which have the potential to fund a scientific research program. They include:

- o donations fund-raising
- o foundations and grants
- o corporate sponsorship

These options are discussed in full in this section, along with the conclusions and key recommendations formulated for each. As well, an overview of potential opportunities with universities and institutes is presented.

A. RESULTS OF INTERVIEWS WITH FUND-RAISING MANAGEMENT COMPANIES

Fund-raising management companies provide a diverse range of services based on developing the criteria and mechanisms necessary to procure funds for capital as well as annual campaigns. Their clients, normally non-profit institutions, organizations or associations, are seeking significant funds for specific education, culture or health care programs.

Basic services provided to clients generally include any or all of the following: initial assessment; program development; research; feasibility/planning studies; training; campaign counsel; campaign management and administration; preparation of proposal and presentation materials; preparation of charitable receipts; interim and final reports. Larger companies also provide the services necessary to run direct mail and telemarketing campaigns. They do not personally solicit donations.

These companies work on a fee for services contract, estimated in advance, which normally ranges between 4 and 8% of the total budget. The more reputable firms invoice by dividing this fee into monthly billings. The larger the fund-raising goal, the more cost efficient these services become. Generally speaking, these companies are not involved in campaigns where the fund-raising goal is less than $1 million.

The duration of a contract is normally from 12 to 24 months, allowing 4 to 6 months for the feasibility/planning process. A period of 12 to 18 months is reasonable to attain the goal.

This kind of fund-raising program relies exclusively on donations from corporations, foundations and private citizens. While the management company provides direction for the campaign, it is up to the client organization to identify and solicit the donations. It is essential then, that the client organization has the infrastructure in place to corner its share of the donations market.

THE KEY ELEMENTS

Successful fund-raising programs are developed around four key elements:

- a strong volunteer base
- a sense of urgency
- a recognized and respected recipient
- a well developed plan

These elements are crucial to the success of a donations program, which has the potential to generate significantly more funds in a shorter period of time than a program directed at marketing ventures. These same elements, however, are important in marketing programs even though a corporation's decision to participate likely addresses a business rather than a philanthropic agenda. While volunteers are less important in the active solicitation of funds in marketing ventures, the volunteer membership does build consensus for the need and gives its organization credibility.

A Strong Volunteer Base

Donations fund-raising is an onerous task. It requires tremendous commitment and dedication in terms of both time and manpower.

Without question, the most effective method of soliciting funds is face-to-face. But, before the "asking" is ever done, the groundwork must be laid to effectively solicit that donation. The laying of the groundwork and the "asking" is the work of the volunteers.

To a very great extent, the strength of the campaign lies in the strength of its volunteers. The core membership is made up of those individuals directly affiliated with the "cause". These may be paid staff, members of the Board or the volunteer association. Volunteers have distinct roles to play and core membership is often supplemented by community/business leaders who possess enough influence to attract major donations from their own peers. It is important that these leaders represent a cross section of the giving community targeted for the campaign.

From these volunteers is drawn a steering committee, a Campaign Chairperson, a Campaign Cabinet, Committee Chairpersons, and a host of committees, each with their own mandates that will make the goal achievable.

It goes without saying that volunteers must be totally supportive of the cause, and prepared to lead with their own pocketbooks. This is especially true with respect to the Chairperson and Campaign Cabinet whose gifts are perceived to set the pace for the campaign. Internal support validates the request for external support.

Recruiting the right people to the campaign is not a matter of chance or trial and error. Research is necessary to find the right people, a job that begins with the core volunteer membership. This process is called "prospecting". The same name is used for the process of identifying the corporations, foundations and individuals to be approached for a donation.

"Prospecting" research identifies corporations to be approached, existing volunteers who have relationships with that organization, the key influencer in the corporation, the corporation's giving policies and history, the approach best used to ask for the donation and the individual best suited to do the "asking".

A Sense of Urgency

To a very large extent, the attainment of the fund-raising goal and the size of the individual donation is directly linked to the urgency of the appeal.

The case for "urgency" is one argued chiefly in the public realm. Support can be built by developing a strong positive public perception of the cause. This can be accomplished by ensuring the cause receives significant play in the news media, is understood by the general public, is credible within the peer community and is supported by the volunteer and administrative membership.

The cause must also have appeal on an emotional level. It must underscore the feeling that lives will be substantively and positively affected. Generally, the more emotional the appeal the more generous the donation. This emotional incentive is why health and welfare efforts enjoy a disproportionate level of success.

The need to take immediate action also contributes to the sense of urgency. It is essential to impart with explanation the fact that "now is the time to take action", and what the results will be if action is delayed.

The case for urgency is built around a clear articulation of the cause and a realistic and well-defined statement of need.

A Recognized and Respected Recipient

The recipient or organization administering the funds collected must have the endorsement of the community canvassed. It must be well-respected, established and able to demonstrate efficient and wise management of the funds entrusted to it.

The recipient or organization must be perceived as capable of effecting change with the funds. A solid background of achievement based on sound financial practises, a reputable membership, strong leadership and credible mandates is imperative.

In short, the recipient must be able to do what it says it will do.

A Well Developed Plan

Prior to active solicitation of funds, a clear and concise working plan must be in place. The plan should contain: campaign administration procedures; volunteer/staff support required and the roles of each; campaign leaders; the scope of the project including the campaign goal, donations expected and targeted groups; an articulation of the cause, statement of need and a range of giving standards; strategies for targeting individuals, corporations, agencies, foundations and key givers; a summary of what the funded program will achieve, how it will be managed and by whom; reporting/accountability procedures; and a donor recognition program.

In every stage of its execution, the plan must be soundly managed by a team with exceptional organizational skills.

ASKING FOR THE MONEY

The procedure for soliciting donations is in itself almost an art form. It is interesting to note that in most major campaigns, approximately 50% of the goal comes from 10 sources.

A request for a major gift from a corporation or a foundation should be designed to offer a unique opportunity based on business and/or philanthropic agendas. The accompanying proposal should be

tailored to meet the donations policy, giving history, business interests and, if it will be an influencing factor, the personal interests and/or philanthropic preferences of the key influencer.

It is important to solicit the request from the most senior person possible, preferably the President or the Chief Executive Officer. And it works best if a peer or friend makes the request. If committee approval is required, this senior executive will see it through the process.

Presentation materials should be brief and to the point. At the initial stage, usually only a 3 to 5 page package is required. The package should contain clear articulation of the cause, a statement of need, and identification of the opportunity available to the particular organization including the benefits/rewards associated with its gift.

The tone of the presentation materials should reflect the person or audience they are being presented to. In most cases, senior executives are male, conservative and more than 50 years of age, so the tone of an annual report is about right. However, this should not be taken for granted. Prior research will uncover the kind of presentation preferred in each particular case.

Summary comments:

- donations fund-raising must be spearheaded by a non-profit organization
- the non-profit organization must be established and respected, have a broad volunteer base, as well as, the right people to champion the cause, develop the plan and solicit donations
- the cause must be perceived as urgent, and worthwhile
- considerable research must be undertaken to solicit major gifts in terms of both the opportunity to be offered and the presentation required

Recommendation:

A donations fund-raising program spearheaded by the Partnership is not an option that can be pursued at this time. If this option is to be considered in the future, the Partnership must focus its efforts on developing the elements necessary for such an undertaking - strengthen the volunteer base and develop a public awareness program that will build consensus for the need and credibility for the organization.

B. RESULTS OF INTERVIEWS WITH UNIVERSITIES AND INSTITUTES

There are plans being developed for two environmental research institutes based in Alberta. These plans are in the early stages, one operating out of the University of Alberta at Edmonton and the other out of the University of Calgary.

Representatives of both expressed desire that the Canadian Parks Service should be involved to achieve a more co-ordinated approach to required wildlife research and eliminate duplicate funding solicitation.

Dr. E.W. Tyrchniewicz, Dean of Agriculture and Forestry at the University of Alberta, initially expressed dismay, upon receipt of the questionnaire, that the Parks Service might be attempting to go it alone with research fund-raising. However, this person warmed to the discussion when it was understood this study was only an attempt to "test the waters".

Both he and Dr. Robert Page, Dean of Environmental Science at the University of Calgary, suggested the Parks Service could play a strong role, particularly in its apparent efforts to provide scientific liaison within such bodies.

Dr. Page suggested this Parks Service representation combined with that of the Canadian Parks Partnership as a sort of public relations and fund-raising arm "could bring a great deal to the table". The Partnership was described as an "exciting growth area" which could provide a non-bureaucratic point of view and possibly represent any number of outside focus groups within the institute.

Both said the strength of the Partnership is that it is not regarded as an "advocacy group" but said it requires a "greater profile" to become effective in bringing the variety of focus groups under its umbrella.

Recommendations:

The Canadian Parks Service maintain its efforts at liaison with scientific bodies and work toward official representation within any such group. This is an area which must be actively and immediately pursued with a goal to including Parks Service research priorities with those of the institutes.

The Canadian Parks Partnership should note and make contact with various of these endeavors nationally with a view to offering communications or other help in areas suitable to its mandate.

C. RESULTS OF THE FOUNDATION AND GRANT SEARCH

A foundation and a grant search was undertaken by STRATCOM Inc. through the Canadian Centre for Philanthropy in Toronto. The search identified the foundations which have previously made contributions to Canadian wildlife research projects as well as the organizations which received the grants.

Broad categories used for each search included science and technology, sports and recreation, education, arts and culture, and social services and issues.

Specific subject terms included historic preservation, museums, historic sites, education, educational institutions, universities, academic research, university foundations, community colleges, education research, scholarships, grants awards and bursaries, sciences and technology, geology, biology, marine biology, scientific research, veterinary science and technology, environment, environmental resources, wildlife, birds, forests, environmental problems, conservation, anthropology, animal welfare, camps, and gardens and parks.

A foundation search provides a list of foundations that have been identified as potential funding sources for particular needs. A record of each foundation's address, officers, correspondent, guidelines and financial data is provided. This information is current to fall, 1990. Non-Canadian foundations that are listed have a past history of providing funds to Canadian projects.

A grant search provides a list of actual grants given to Canadian charities by Canadian foundations. The grant search print-out contains the name of the foundation giving the grant, the name and location of the recipient organization, the exact amount of the grant, the purpose of the grant and the year it was given.

Foundations listed under the grant search may not appear on the foundation search for various reasons. The foundation search lists the areas which the foundation has expressed an interest in funding, however, grants may be awarded outside of those areas, or, the foundation may change its criteria so that projects funded in the past may no longer be eligible for funding.

While the information provided is quite exhaustive, the most recent information is almost 3 years old. The Canadian Centre for Philanthropy relies on Revenue Canada as its source of information. The delays are attributed to varied year-end dates, the 6 month allowance for filing a return, and final tabulation and assessment by Revenue Canada. At the end of this process, the foundation names are provided to the Centre, which then must contact each foundation individually to obtain the particulars for their database.

Summary of Foundation Search

Of the 130 foundations searched, 19 have been selected as possible funding sources for scientific research projects or programs based on their past funding practices. Of these, 10 are considered to be strong candidates.

FOUNDATION NAME & ADDRESS

Recreation, Parks and Wildlife Foundation
Harley Court Bldg.
10045 - 111 Street, 7th Floor
Edmonton, Alta. T5K 1K4

Carthy Foundation
P.O. Box 2554
Calgary, Alta. T2P 2M7

Nelson Foundation; Austin S.
13703 Summit Point
Edmonton, Alta. T5N 3S6

Vancouver Foundation
One Bentall Centre, Suite 230
Vancouver, B.C. V7X 1M3

Murphy Foundation Incorporated
167 Lombard Ave., Suite 919
Winnipeg, Man. R3B 0V3

Molson Companies Donations Fund
40 King Street West, Suite 3600
Toronto, Ont. M5H 3Z5

McLean Foundation; The
30 St. Clair Ave. West
Toronto, Ont. M4V 3A2

Animal Welfare Foundation of Canada
11 June Ave.
Cobourg, Ont. K9A 4M8

Bobechko Foundation; The
33 Wilket Rd.
Willowdale, Ont. M2L 1N9

Hylcan Foundation; The
4920 de Maisonneuve Blvd. West, Suite 103
Westmount, P.Q. H3Z 1N1

LESS LIKELY SOURCES

MacArthur Foundation; John D. & Catherine
140 South Dearborn St.
Chicago, Il.
USA 60603

Bell Foundation; Max
P.O. Box 66
150 King Street West
Toronto, Ont. M5H 1J9

Ivey Foundation; The Richard
618 Richmond St.
London, Ont. N6A 5J9

Ivey Fund; The Richard and Jean
Suite 2200, 380 Wellington St.
London, Ont. N6A 5B5

Blair Family Foundation; S.M.
c/o National Trust Co.
21 King St. East
Toronto, Ont. M5C 1B3

Chawkers Foundation; The
251 Park Rd.
Ottawa, Ont. K1M 0C9

Textron Canada Charitable Foundation
c/o Bordon & Elliot
250 University Ave.
Toronto, Ont. M5H 3E9

Weyerhaeuser Company Foundation
CH1F31
Tacoma, WA.
USA 98477

McConnell Family Foundation; The J.W.
1130 Sherbrooke St. West, Suite 510
Montreal, P.Q. H3A 2T1

Summary of Grant Search

In 1987 and 1988 some 1,910 grants were awarded in the areas of arts and culture, education, health, science and technology, social services and sports and recreation according to the records kept by the Canadian Centre of Philanthropy. The bulk of the grants were under $5,000 and were most frequently one-time donations.

The two major recipients of grants in the areas of wildlife conservation and research were the World Wildlife Fund of Canada and the Nature Conservancy of Canada. A summary of the funds each received is presented as an example of the kind of funding potentially available through foundations to established, high-profile organizations.

According to the grant search, the World Wildlife Fund of Canada received 18 separate grants from 8 foundations in 1987 and 1988. While the grants totalled $176,500, 11 were for $5,000 or less, 4 were for $10,000 and the 3 major grants ranged between $25,500 and $36,000.

Similarly the Nature Conservancy of Canada received 11 separate grants from 7 sources for a total of $279,818. The size of the grants ranged between $5,000 and $62,612.

Summary comments:

- the Canadian Centre for Philanthropy maintains records of foundations which have provided grants to Canadian organizations, as well as a record of grants provided to Canadian charities
- foundations provide significant funds in the areas of education, and science and technology
- foundations provide grants to established, non-profit organizations

Recommendation:

The Canadian Parks Service should track and maintain an inventory of grants awarded to universities, institutes and organizations in the field of wildlife research. The Parks Service should lever grants for specific projects through universities and institutes.

D. RESULTS OF CORPORATE INTERVIEWS

A questionnaire was developed and administered during the interview process to assess the feasibility of corporate sponsorship of scientific research. The questionnaire covered a number of subject areas with regards to a corporation's level of interest in such a project and its corporate giving practices.

While STRATCOM Inc. initially contacted 52 corporations to participate in the study, only 35 of those contacted completed the interview process. A total of 17 of those initially contacted declined to participate in the study. Reasons cited are covered in the comments below.

> "the number of requests we are receiving for donations is interfering with my ability to do my job...I can't help you"
>
> "we are doing our year end and I have to priorize what I can handle...this isn't a priority"
>
> "our company does not support research"
>
> "our company is too small for this type of project"
>
> "we are not interested"

In some cases after initial contact was made and the questionnaire forwarded for review, the contact failed to be available to complete the interview despite numerous requests.

Of the 35 interviews completed, 14 declined to complete the questionnaire but did consent to a more informal, subjective interview. While the information garnered from these 14 interviews is not contained in the empirical data, their comments are incorporated where appropriate.

> "this looks like a thinly disguised request for funds"
>
> "this is far too bureaucratic and structured for the intent at this time"
>
> "I wouldn't support this kind of project at all, so I see no point in completing the questionnaire"
>
> "my company's officials have advised me not to complete it"

Empirical data is included in the summary comments of each question to provide a basis of comparison in the most general terms. This data is in no way intended to be interpreted as statistical fact, and is to be interpreted only as a guide or a general trend.

QUESTIONNAIRE RESPONSE AND ANALYSIS

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Question 1: What ways could your organization contribute to the National Park wildlife research programme? (Circle as many as appropriate)

Six options were given for interviewees to chose from. Each option was selected at least twice. The most popular ways selected to make a contribution include:

- 35% could make a direct donation
- 25% could make a donation in kind
- 15% could make a donation through a premium program

It should be noted that less than half of the respondents selected more than one area. As well, only a small percentage (less than 10%) favoured donations of revenue generated on a specific day, through official sponsor licensing programs, or by sponsoring a researcher on their payroll.

Representative comments include:

"we wouldn't look at a direct donation...a merchandising program would have more appeal"

"we could make a donation in kind but not for research...maybe for something like hiking trails"

"we could volunteer our staff to help with an event"

"all of our contributions are direct donations"

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Question 2: How would you want your contribution to be channelled?

- 65% of the respondents preferred their contribution to be channelled through the CPP
- 15% said it would depend on the project
- the remainder were split evenly between the researcher, through an academic institution or it didn't matter

Representative comments include:

"it would have to be through a non-profit association"

"this whole thing smacks of government involvement...it would have to be through the CPP because there isn't enough money in the world for me to give it to the government"

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Question 3: Would you be willing to sponsor a project with a university or similar institution?

- 45% of the respondents said no
- 40% of the respondents said yes dependent on the project
- the remainder indicated they were flexible depending on the project and the complexities of the arrangement

Representative comments include:

"our company already sponsors projects at the university... we're heavily involved in the petroleum chair"

"it would depend on who was managing the project...it should come through the university"

"I don't think we'd want to be involved in anything that may get complicated"

==========

Question 4: Would you prefer to be seen as a contributor to general research or the sponsor of a specific project?

- 70% of the respondents indicated a preference to be aligned with a specific project
- 20% would contribute to general research needs
- many respondents indicated it would depend on the project

Representative comments include:

"our company usually gets involved in a major way...we like the identification a specific project brings"

"we like to be involved in a specific project, to have our name attached to something...for our employees to get behind"

"you (CPP) should decide how to handle this...what's needed, then put the money where it is most useful"

==========

Question 5: Would you prefer your contribution to be a one time gift or a continuing contribution?

- 45% of the respondents indicated it would depend on the project
- 35% would prefer to make a one time gift
- 20% would prefer to make a continuing contribution

Representative comments include:

"it really depends on the project...if we agree to get involved and it requires a long term commitment, then we'd likely want to be involved for the duration"

"we like to spread our donations around so we usually try to make a one time gift...that gift may be spread over 3 to 5 years though"

"we like to have our name become affiliated with certain projects so we usually only consider long time associations ...we give a lot of money to the Children's Hospital for that reason"

==========

Question 6: Would you be more likely to contribute if your donation was matched by government grants or funds through other agencies or institutions?

- the response to this question was spit almost evenly between yes and no, with only a slight weighting in favour of yes

- a small percentage of the respondents (10%) indicated it would not be a factor in their decision making

Representative comments include:

"government grants give a certain endorsement to the project ...if it's supported by government it is perceived that it needs to be done"

"it's nice to know the corporate community isn't going it alone"

"my feeling is it costs more in the end for the government to be involved...for every $1 they spend it takes $2 for them to reach the decision"

"government funding doesn't matter to us"

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Question 7: Would project funding be more appealing if a level of public profile was maintained for your organization during the duration of the project?

- 85% of the respondents indicated public profile is a key factor in influencing their decision

- some respondents indicated it would depend on the project and what level of profile was appropriate
- a small minority indicated profile was not a consideration for their corporation

Representative comments include:

"the more profile that can be provided the more attractive the project becomes...it shows the agency values your support"

"we're always looking for ways to build the company image"

"it depends on the project...we give to different projects for different reasons...sometimes a high profile is important... sometimes we prefer to be quiet givers"

"our corporation has traditionally stayed away from building profile through our donations program...this may change but it's how things stand at the moment"

"environment is a very sensitive area in our company right now ...if we did get involved we'd want to be very careful about the profile we'd have"

==========

Question 8: Of the seven categories, which would you be willing to support? (Circle two)

- 30% of the respondents selected Habitat Protection and Enhancement
- 25% of respondents selected Rare, Endangered, and Threatened Species
- 25% of respondents selected People/Wildlife
- no respondents selected Biodiversity and Genetic Diversity, or Baseline Information, Tools and Technologies
- a small number of respondents (less than 10%) indicated it wouldn't matter

Representative comments include:

"we're already involved in wetlands projects...our involvement in this area might compliment our other commitments"

"we have business interests in the wetlands areas...we'd be more inclined to look at something in a business area"

"we are already involved in the caribou study...we selected this project because it had an educational component"

"we like our employees to become involved...I see a possible fit with People/Wildlife"

"the decision should be prioritized by the CPP...I don't know enough about this (research) to know what's important...if we agree with the project we'll support that decision"

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Question 9: Would you prefer your contribution to be identified with a specific park?

- 75% of respondents preferred an association with a specific park
- 20% indicated it wouldn't matter
- 5% responded no

Representative comments include:

"we have business interests near these parks so we'd want to be there"

"we'd want to be associated with parks close to major urban centres where we have a presence"

"we probably would be interested in more than just Alberta and B.C."

"it wouldn't matter to us...our company is national and our interests would be represented equally anywhere"

"we're an Alberta company...we'd only want to be in Alberta"

If yes, which park?

Banff, followed by Jasper and Waterton were the most popular choices. Elk Island received some support. Kootenay, Mount Revelstoke and Glacier received very minimal support. Yoho, Pacific Rim and South Moresby were not selected.

==========

Question 10: If you sponsored a project would you require access to data?

- 35% of respondents indicated they would require access to scientific data
- 35% of respondents indicated they would require summary and/or status reports only
- 20% said they would not require access to scientific data

Representative comments include:

"we'd like access to the data...it may be of value to our researchers"

"I'd have no use at all for scientific data"

"we don't need the scientific data but we certainly need to be informed periodically of the status of the project and at the end what was accomplished"

==========

Question 11: As a contributor, what recognition would be most valuable?

Many respondents selected more than one of the choices; some selected all.

- the majority of the respondents selected "a charitable tax receipt" and "signage in the park"
- acknowledgement in the corporation's own advertising and in the published research were selected by a significant number of respondents
- some respondents indicated any kind of public recognition, acknowledgement as a benefactor in CPP materials and mention of involvement in the companies own publications

Representative comments include:

"we like our name associated with the project so signage would be valuable"

"what we ask for in terms of recognition usually reflects our level of giving"

"we'd want everything you can offer us"

==========

Question 12: Does your corporation have "corporate giving" criteria?

- 60% of respondents said yes
- 40% of respondents said no

If yes, how can we obtain a copy?

- 45% indicated new criteria was currently being developed

- 35% indicated the giving criteria was for internal use only
- a corporate giving "brochure" was obtained from companies willing to make it available

Representative comments include:

"we have certain guidelines we use to make our donations but we don't make them public"

"all projects are reviewed by a committee...those considered must meet our policy and donation criteria...this is a confidential document"

"we have a brochure which outlines our criteria for considering donations...we get so many requests...this helps manage the numbers because some organizations won't submit a proposal if they can't meet the requirements"

"we don't have any special criteria...we like to consider each project individually...maybe it suits us...maybe it doesn't"

==========

Question 13: What level of priority would Canadian environmental and wildlife research projects be given? (1 is low - 5 is high)

- 80% of the respondents gave a priority rating of 3 or less
- 50% of the respondents gave a priority rating of 1 or 2
- only a small number of the respondents (less than 10%) gave a priority rating of 4
- no respondents gave a priority rating of 5

Representative comments include:

"environment is certainly a priority within our corporation but not research...we're more into recycling and that kind of thing"

"we have placed a lot of emphasis on the environment and are already involved in a number of projects...we can't take on any more"

"we would consider supporting something like this but it depends on the individual project...if it's appealing enough and offers something unique beyond what our current involvements provide, then we'd consider it"

"we are a major player in the Ecotrust and are fully committed there for a number of years"

"we'd throw it in the pot with all of the others but I doubt it would rise to the top"

"with all of the needs in the community that affect 'people' I can't see making this a priority"

"we support projects that give us a business edge...there's no opportunity here"

==========

Question 14: What is the best time for requesting funding from your organization?

- 60% indicated the third quarter
- 20% indicated the second quarter
- 10% indicated the first quarter
- 10% indicated "anytime"

Representative comments include:

"our budgets are struck in January and we assign the projects we will support in advance...requests that aren't in by about October won't be considered"

"we receive proposals all year and save them until we decide on our budgets, then award funds for the following year"

"we do our budgeting in the fall for the following year...we commit to the projects we want to fund at that time...we keep a discretionary budget to be awarded as needed"

==========

Question 15: What financial contribution could be made? (Check most appropriate ranging from $1,000 to $100,000)

Insufficient data was gathered in this area to indicate an accurate response. Most corporations indicated it would depend solely on the project and other commitments at the time. Smaller corporations indicated they did not generally make donations in excess of $5,000. Major corporations indicated that on occasion they made significant contributions that could range between $50,000 and $100,000. These corporations however appeared most comfortable in a giving range of $10,000 to $20,000.

No respondents selected a range in the individual category.

Summary comments:

- o more than 50% of the corporations initially contacted declined either to participate in the study or complete the study questionnaire indicating a significant lack of interest in the program
- o there was no interest whatsoever among small mid-size local corporations in supporting a wildlife research program
- o there was very limited interest in the broad corporate community to sponsor scientific research through a donations program
- o an interest was expressed by some national corporations with retail interests to explore marketing opportunities with the Partnership
- o major national corporations (industry and resources) are most likely to support scientific research if it is presented as a program that will compliment their profile or which will allow them a say in how the program is administered. As well, the more senior executives in these corporations are more likely than executives in smaller organizations, to feel a sense of stewardship for funding such projects. Given that these are the corporations that "lead the way" in a donations program and the executives are the community leaders that champion the cause, this is very positive
- o an association with national parks was perceived by most to be a positive association, and, the Partnership, although virtually unknown, was generally perceived to be "a good idea"

Recommendations:

The Partnership should explore additional marketing opportunities in the retail sector and should attract to its national board or local associations, executives from major national corporations.

The Parks Service should develop a research program, perhaps a program that is "pooled" with universities, institutes and other associations, that will be attractive to major corporations.

IV. BARRIERS/OBSTACLES

IV BARRIERS AND OBSTACLES

The interviews undertaken during the course of the study have uncovered a number of barriers and obstacles that will challenge the fund-raising efforts of the Parks Service and the Partnership. In many cases, these barriers and obstacles are not insurmountable. Much can be accomplished through proper direction, public awareness and communications programs, complimentary associations with other organizations and institutes, and an appealing research program. Such efforts require time, dedication, shared vision and co-operation.

An estimated $100 to $150 million is raised annually in the Calgary area by charitable and non-profit organizations. As cutbacks in government spending and inflationary costs take their toll, more pressure is placed on private citizens, foundations and the corporate sector to pick up the deficit.

While many of the major corporations have maintained donation budgets despite the economic downturn, they cannot begin to fulfil the number and magnitude of requests. This increased pressure has placed individual requests under closer scrutiny and caused many corporations to re-evaluate donation policy.

Certain issues surround any fund-raising effort. Those specific to the Parks Service and Partnership are outlined on the next page. Some of these issues are more serious than others. The seriousness of the issue is reflected in the assigned rating.

A serious rating - (***) - indicates a significant road block to soliciting funds; one that is beyond the control of the Parks Service or the Partnership to overcome, or, one that is not easily overcome without major public awareness efforts over a period of years.

A somewhat serious rating - (**) - has been assigned to issues which are a serious impediment, but which can more easily be addressed in a shorter period of time through a public awareness program, or, through the development of a research program that has appeal to corporations, foundations and private citizens.

A less serious rating - (*) - has been assigned to issues which may impede procurement of funds from some sources, but which are not considered serious impediments in all instances. These issues, however, are reactive issues, and have the potential to become inflated and take on greater importance if they are over-played in the news media.

The barriers and obstacles the Parks Service and the Partnership face in obtaining private funding for scientific research projects in national parks are listed below.

a) Competition for Philanthropic Dollars **Rating *****

The competition for philanthropic dollars is keener than ever before. In the Calgary area, major fund-raising efforts are currently being developed by the University of Calgary ($40 million), the Calgary Zoo ($25 million) and the Western Heritage Centre ($20 million) to name just a few.

b) Need for Research Lacks Urgency **Rating *****

The need for wildlife research is not well-understood by the public at large. While some disciplines of environmental research have been accepted on a fairly high level (e.g. acid rain, the Brazilian Rain Forest Project, pollution), the need for wildlife research does not share this same level of priority. There is no sense of the irreparable loss associated with the research going undone, or what the results will be if it is delayed. Additionally, wildlife research is perceived as frivolous, time-intensive, of questionable application and split among too many factions.

c) Research Projects Don't Meet Corporate Criteria **Rating *****

Some corporations, as a matter of policy, do not fund research. Many corporations like to directly involve their employees in the projects with which they are associated, perhaps as volunteers at a particular event. Almost all corporations give preference to projects that take place in areas where their employees reside, or which are of particular interest to or of major benefit to the majority of their employees. The fundamental driving factor however, is an opportunity to advance business opportunities, or to enhance the company's image, especially if the project affords the company unique and substantial recognition. Research projects, as presented for this study, fail to make the grade on all counts.

d) Competition for Environment Dollars **Rating *****

On the environmental front, the main competition for philanthropic dollars comes from two projects: the Ann and Sandy Cross Grasslands Project ($1.5 million being spearheaded by the Nature Conservancy of Canada) and the Ecotrust ($200,000 in seed money) being developed in co-operation with the Pembina Institute.

e) Government Responsibility **Rating *****

There is a perception in both the corporate community and among private citizens that whatever transpires within the boundaries of a national park is the responsibility of the federal government. Corporations in particular feel that if research is a priority, then a portion of their substantial tax dollars should be used for that purpose.

f) The Partnership Lacks Recognition **Rating *****

While an association with national parks is widely acknowledged as being a positive one, the Partnership is virtually unknown to the corporate community. It is highly improbable that the Partnership will be the recipient of substantial corporate giving until such time as it develops a strong volunteer base at the local level, obtains some profile, raises awareness of its mandate, and develops a complete and focused corporate sponsorship program.

g) Competing Environmental Organizations **Rating ****

There are currently more than 400 registered environmental organizations and agencies in Alberta alone. The Nature Conservancy of Canada, the World Wildlife Fund, Ducks Unlimited, the Ecotrust/Pembina Institute, the Canadian Parks and Wilderness Association, are a few of the more prominent organizations that have well-established contacts in the corporate community, and are currently tapping corporate budgets for projects which have been accepted in that community. Adding new players/new projects to the foray, further fragments donations, making it more difficult to fully fund individual projects. This fragmentation can lead to creation of hostilities between competing organizations, even between departments of the same recipient such as a university.

h) Trend to Support Fewer Projects **Rating ****

With the current barrage of requests for corporate funding, many corporations are facing an increasingly difficult task of deciding which ones to support. Most are worthwhile. Many meet their giving criteria. Smaller corporations in particular have insufficient resources to allocate to both the decision making process and the project itself. In an effort to simplify the process, some smaller companies have limited their support to a few projects -- most often projects in the health care field or community projects that give them a business edge. Some larger corporations are supporting fewer projects with greater resources, albeit perhaps for a shorter period of time.

i) **Limited Availability of Environment Dollars** **Rating ****

Donations budgets have not in the past held a reserve for funding of environmental projects. Traditionally, charitable contributions have been divided between education, health and welfare and culture. While there is a growing trend, particularly among larger corporations to carve out a niche for environment, those donations are most likely to be directed towards grassroots projects, projects which directly compliment their business agenda, or projects which allow them to be involved in the decision making.

j) **Parks Are Too Far From Major Urban Centres** **Rating ****

Most national parks are located some distance from major urban centres. This remoteness is attractive from a tourist perspective, but is inherently unattractive from a sponsorship perspective. Activities within the park are far removed from the daily lives of most of the population. Very few corporations have business interests within national parks, and consequently feel no ownership or stewardship responsibility. As well, very few or none of their employees reside in or near a national park.

k) **Limited Perception of Environmental Responsibility** **Rating ***

While environmental responsibility is certainly the "catch phrase" of the decade, the focus of corporate environmental responsibility is directed inward. Most companies are involved in recycling and reduction programs and consider these initiatives to fulfil their responsibilities. Environmental responsibility, on a wider scale, does not yet include anything that does not directly affect their own corporation.

l) **Lack of Corporate Business Opportunities in Parks** **Rating ***

Attempts by corporations to establish businesses within a national park are often an exercise in frustration and futility. Inquiries are met by a lack of receptivity, stringent guidelines and never ending bureaucracy and red tape.

m) **Parks Aren't for People** **Rating ***

There is a perception that park managers do little to encourage people to use the parks outside of the major tourist centres. In the more remote areas (those that are available to the public), hiking trails and facilities are sometimes inadequate and/or poorly maintained. In much of the park the impression is created that the protected wildlife takes precedence over human use of the park.

n) **Parks Are Being Sold Off to Foreign Interests** **Rating** *

There is concern in the business community that too many of the major commercial opportunities within national parks are being awarded to foreign interests. Some members of the local business community are affronted that they would be asked to fund a park project that historically has been a government responsibility, when their own requests for business expansion or lease-hold rights go unheard or unsupported.

o) **Image of Environmentalists is Mixed** **Rating** *

The image of the environmentalist in the corporate community is subject to mixed reviews. There is a perception that some are urban tree-huggers who have jumped on the band wagon without a full understanding of what the real issue is, what is at stake in the global picture, or what is required to effect a solution. They are criticized for their lack of perspective in the world at large, for being narrow minded and for their lack of business acumen. Some, especially those affiliated with right wing advocacy groups are perceived as radical. While this perception in the corporate community is representative of a limited group, it is there.

V. SUGGESTED DIRECTIONS

V SUGGESTED DIRECTIONS

A. SUGGESTED DIRECTION FOR THE CANADIAN PARKS PARTNERSHIP

The existence of a private, non-profit organization as a help-mate to a government agency is, within the realm of political science, idealistic in that it requires absolute commitment to the concept by both parties. Matters of control, direction and financial mechanics are a constantly moving playing field upon which that commitment can easily dissolve or be misunderstood.

Without completely understanding the current relationship, however, a high degree of co-operation is detected between the Parks Service and the Partnership and the current economic and political climate can nurture such an association.

Our interviews, while not directly concerned with such an association, provided some insight into the merits of such an idea and the helping role each party might play.

Basic to this study's purpose was that the Partnership is an organization which will direct efforts at creating additional revenue with which the Parks Service can enhance its efforts. The CPP has become, therefore, a marketing and promotions group, a creative resource, a liaison with private sectors, and a communications tool.

The Parks Service must maintain its own role in each of these areas but should be able to rely on an organization which at once is consultant, creator and contractor. This requires a high degree of organization on the part of the Parks Service and the following directions should be considered:

a) A national board of champions - People of note from all regions of the country and a variety of disciplines. This volunteer board would be "figurehead" as a support group but members should be prepared to pick up the phone to provide imperative when needed in communications or fund-raising. It could also be used from time-to-time as a round table or think tank on national park issues.

b) A communications program - An effort to raise the profile of CPP from coast to coast in keeping with the profile of the national parks. This program should also be an adjunct to that of a CPS initiative to create awareness of efforts, management and needs within the CPS. A generic goal for communications purposes might be the National Park Enhancement Fund.

c) **Philosophical resolution of focus** - Partnership value will be enhanced if its public face is that of a good friend of the Canadian Parks Service rather than as an apologist, an environmental advocate, a hard-nosed fund-raiser, a marketing agent or a public relations agency. It should in reality, however, be a help-mate to the Parks Service in all of these things.

d) **Network identification** - The Partnership currently appears well directed in some marketing efforts but is short of person power to properly carry these out. Efforts should be made to bring into its fold various groups in all regions which can provide this person power. It must be prepared, in many cases, to provide the model in establishing focus groups complimentary to its efforts and to provide creative ideas to make these groups economically viable. In each case, there must be benefit to the Partnership in person power for its own programs or financial commitment to its goals.

e) **Network promotion** - Efforts should begin to integrate Partnership presence in all existing groups where a factor complimentary to national parks is identified. This is a diplomatic challenge requiring Parks Service co-operation and representation and a public relations imperative in selling this presence to various institutes, focus and advocacy groups, service clubs, and agencies at other levels of government. This, in fact, would begin as part of a communications plan.

f) **Project identification** - The Parks Service must be asked to provide a list of programs with which it needs help. The Partnership must then identify and priorize those programs toward which effort can be directed with a reasonable chance of success. As in all these imperatives, various decisions must be made in this process keeping in mind there must be the basis for a creative approach to each program. For instance, we do not believe the Partnership can shoulder the task of seeking funds for all research. However, a specific project may have the urgency around which a creative approach can be developed. Decisions must be made on whether this should be a direct appeal by the Partnership or handled indirectly through another group, national or regional; and what communications strategy and person power is required.

g) **Program development** - A goal to work toward is a mini-board of Partnership champions in each region which could generate person power for regional marketing schemes, direct funding appeals and representation with local focus groups. There are some basics to any fund-raising, management and communications requirements and the Partnership can act in the role of general contractor to put these in place where necessary. Depending on project, timing, budget and other considerations, we suggest using professional consultants can be most times avoided or minimized. We do not suggest, however, consideration should not be given to the cost-effectiveness and efficiency of professionals when situations warrant.

B. SUGGESTED DIRECTION FOR THE CANADIAN PARKS SERVICE

The role and/or mandate of the Canadian Parks Service in the Environment Canada scheme of things is obviously an internal matter, and STRATCOM Inc. by virtue of this study is not qualified to recommend changes.

We would, however, comment that at no time in our interviews was there diminishment to the notion that Canada's national parks are flagship examples of Environment Canada efforts, enjoying world-wide acclaim as super models of combining recreation with conservation.

The only disparaging comment, and this from a source with obvious vested economic interest, was that "they just want more and more of our land".

The above comment notwithstanding, the Parks Service apparently enjoys a unique position of management amid world environment imperatives and as such can be regarded as an elite government agency.

While this might create problems in maintaining standards and direction, we see amid current public and corporate attitudes some acceptance to the usually negative connotation of "empire building". There is, in other words, some justification to the Parks Service tooting its own horn as well as championing its efforts, even to the point of greater park land designation.

Further to this premise, we found in this particular region a surprising acceptance of Parks Service as a government body, and commendation for its efforts in working with non-government groups and institutions. This was mostly from people with direct contact with Parks Service management which was variously described as "forward thinking" and "they have people not afraid to take risks".

The structure and various functions of the Parks Service, however, are not generally known. As an example, its need for accurate research data, once explained, is understood. But it had not occurred to most with whom we spoke that it needs research funds. Some, while commending CPS, seemed to perceive its role as giant landscapers and super-camp directors.

We cannot recommend on how Parks Service can "keep up the good work," but we suggest there is room for initiatives in creating awareness of what that work is and why it appears successful. The Canadian Parks Partnership, properly structured and mandated, appears to be a perfect tool for helping create this awareness.

In summary, we recommend the Partnership as a fund-raising, marketing and communications arm able to represent Parks Service interests where necessary. The public face, however, should be that of a friend rather than that of an agent.

It should see itself, as well, as an umbrella for other organizations whose interests coincide in some manner. It should begin a program of profile-building which is key to any fund-raising or marketing efforts. It should immediately begin networking efforts in conjunction with those of the Parks Service, concentrating on a strong central board and establishment of regional representation whether as a Partnership regional body or as board under another name within the umbrella.

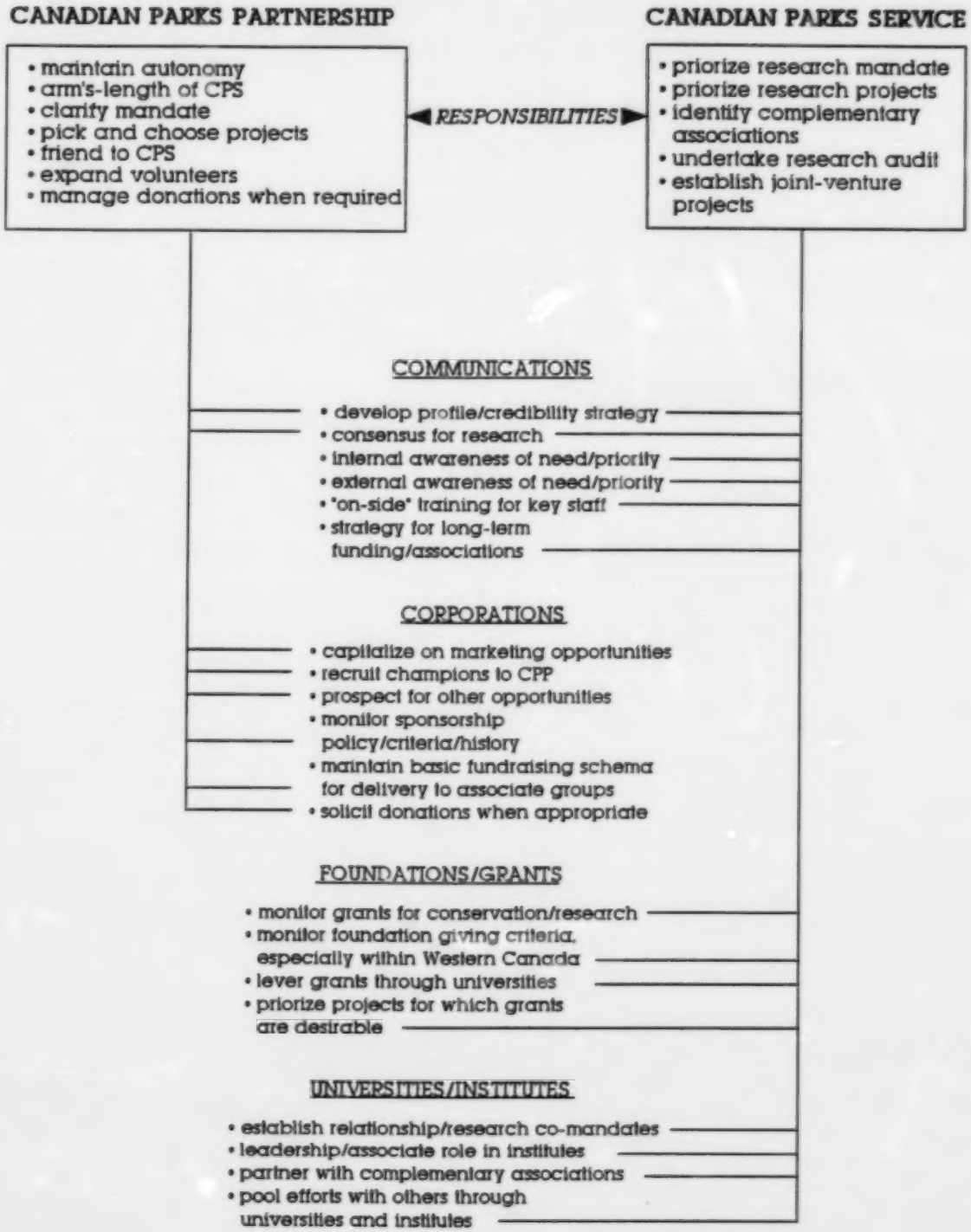
It must maintain its autonomy in budget and acceptable project consideration and be prepared to recommend creative solutions to CPS problems. It should also have the CPS ear on behalf of organizations within its influence but must guard against being regarded as an easy lobby.

For both the Partnership and Parks Service to realize a goal of a corporate sponsorship program for scientific research, groundwork must be laid that will lead to the effective solicitation and management of such a program.

An evolution and expansion of the role of the Partnership is foremost in this process in terms of leadership, membership, communications, marketing/public relations and administration. To a lesser degree, but no less important is the role of the Parks Service and the development process it must undergo in the areas of communications, community relations, networking and partnerships.

While the autonomy of both must be maintained, it is important much of the process, particularly in the area of communications, be well co-ordinated. The spirit of co-operation required must be maintained while continuing to establish a degree of autonomy and an arms-length relationship. Most importantly, both must have realistic expectations of each other and base goals and objectives on what can be reasonably accomplished.

ROLES


CANADIAN PARKS PARTNERSHIP
• maintain autonomy
• arm's-length of CPS
• clarify mandate
• pick and choose projects
• friend to CPS
• expand volunteers
• manage donations when required
RESPONSIBILITIES
CANADIAN PARKS SERVICE
• priorize research mandate
• priorize research projects
• identify complementary associations
• undertake research audit
• establish joint-venture projects
COMMUNICATIONS
• develop profile/credibility strategy
• consensus for research
• internal awareness of need/priority
• external awareness of need/priority
• "on-side" training for key staff
• strategy for long-term funding/associations
CORPORATIONS
• capitalize on marketing opportunities
• recruit champions to CPP
• prospect for other opportunities
• monitor sponsorship policy/criteria/history
• maintain basic fundraising schema for delivery to associate groups
• solicit donations when appropriate
FOUNDATIONS/GRANTS
• monitor grants for conservation/research
• monitor foundation giving criteria, especially within Western Canada
• lever grants through universities
• priorize projects for which grants are desirable
UNIVERSITIES/INSTITUTES
• establish relationship/research co-mandates
• leadership/associate role in institutes
• partner with complementary associations
• pool efforts with others through universities and institutes

VI. EXECUTIVE SUMMARY

VI EXECUTIVE SUMMARY

There is clearly insufficient interest in the corporate community at this time to support scientific research in national parks through a donations program. The reasons are many and varied. Foremost is the competition for philanthropic dollars, the perceived lack of urgency for wildlife research, the failure to meet most corporate giving criteria and priorities, the lack of profile, recognition and membership of the Partnership, and the perception that research is a government priority.

In order to overcome these barriers, the dedication, commitment, co-operation and shared vision of the Parks Service, the Partnership and complimentary associations, universities and institutes is required. Such an effort begins with the development of a communications plan prepared jointly by the Parks Service and the Partnership. It is imperative that each group retain a separate but complimentary focus. The main purpose of tne plan is to build consensus for the need of scientific research and profile for both the Parks Service and the Partnership. As well, the Partnership must begin to expand the volunteer membership in an effort to attract people of influence and affluence. Coupled with this effort, the Parks Service must seek to establish a scientific research program, either alone or in partnership with others, that is realistic and appealing to the corporate community.

The kind of program that has corporate appeal might very well require the pooled efforts and resources of several organizations institutes and agencies that have research needs compatible with those of the Parks Service. Such an effort has significant corporate appeal in that there is no apparent duplication of funding, programs and administration.

For this reason, it is essential that the Parks Service develop strong ties with universities, proposed wildlife institutes and other competing associations which in most cases already have many of the key elements in place for fund-raising as well as a successful history of soliciting donations.

The development of the wildlife institutes through the University of Alberta and the University of Calgary seems an ideal opportunity for all associations and agencies involved in wildlife research and/or conservation to band together. Such an undertaking, properly presented could have significant appeal to corporations, foundations and private citizens alike. The philanthropic agenda would cover education, "excellence", conservation and research. This kind of pooled effort is already demonstrated by the Ecotrust and the Nature Conservancy of Canada.

The Parks Service, together with the Partnership, would then become part of the larger group which would effect a fund-raising process.

It is imperative that the Partnership retain its autonomy and arms-length relationship with the Parks Service. The public perception must be as a friend to the Service, not an advocate, lobby group, or raging environmentalist. The programs it supports must be perceived as enhancing the programs of the Parks Service, not replacing them.

The Partnership has the opportunity to capitalize on a number of marketing opportunities and these opportunities should be explored at once. However, the scope of the Partnership's activities reaches far beyond funding scientific research and the Partnership must clarify its own mandate and determine to what extent it will become involved in funding research needs.

The Partnership must remain cognizant of the fact that the Parks Service cannot generate funds from either the corporate sector or foundations in its own right. Such funds must be levered through the Partnership or through universities and institutes.

VII. APPENDICES

VII A P P E N D I C E S

APPENDIX A:

Corporate Information Package

- Covering Letter
- Questionnaire
- List of Projects

APPENDIX B:

List of Study Contacts/Interviewees

CANADIAN PARKS PARTNERSHIP

PARTENAIRES DES PARCS CANADIENS

501 Salem Avenue S.W.
Calgary, Alberta T3C 2K7
Phone (403) 244-6067
Fax (403) 289-8668

March 17, 1991

Mr. Othmar Stein
Vice-President, Public Relations
CHRYSLER CANADA LTD.
Windsor, Ont. N8W 3X7

Dear Mr. Stein:

With increasing concern for the environment, people are seeking opportunities to contribute to plans and solutions.

One of our greatest opportunities lies in participating in the enhancement of our national parks system - the foremost symbol of environmental preservation and presentation in Canada.

The **Canadian Parks Partnership** is an alliance of volunteer associations across the country dedicated to preserving and enhancing Canada's pride, our National Parks.

As our National Parks are under great pressure, we need new allies and supporters to join us in preserving this invaluable birthright for future generations.

To secure our future we need companies and individuals to work with us in a variety of wildlife research and enhancement projects.

This letter and questionnaire is a preliminary sounding of your interest in supporting our historical and natural environment through Parks.

Could we ask you to review a list of projects here in Western Canada and the short questionnaire? We will be contacting you to discuss your interest in this innovative environmental sponsorship programme.

Yours sincerely,

Jocelyne Daw
Executive Director

Printed on Recycled Paper

WILDLIFE RESEARCH IN CANADIAN NATIONAL PARKS
CORPORATE INTEREST QUESTIONNAIRE

1. What ways could your organization contribute to the National Park wildlife research programme? (Circle as many as appropriate)
   a) direct financial donation
   b) donation in-kind (eg.material, services, equipment)
   c) through your own promotion/premium programme (eg. product sold as premium at your outlet with a portion of proceeds to wildlife research)
   d) donation of revenue generated on a specific day (eg. Parks Day)
   e) through "official sponsor" licensing programme (use of Parks Service and Partnership logos/wordmarks on your products, with a portion of revenue generated going to wildlife research)
   f) by sponsoring a researcher on your payroll
   g) other _____

2. How would you want your contribution to be channelled?
   a) through the Canadian Parks Partnership -the national non-profit organization dedicated to supporting environmental research in national parks
   b) directly to the researcher
   c) through an academic institution

3. Would you be willing to sponsor a project with a university or similar institution?
   YES NO

4. Would you prefer to be seen as:
   a) contributor to general research needs
   b) sponsor of a specific project

5. Would you prefer your contribution to be:
   a) one-time gift
   b) continuing contribution

6. Would you be more likely to contribute if your donation was matched by government grants or funds through other agencies or institutions?
   YES NO

7. Would project funding be more appealing if a level of public profile was maintained for your organization during the duration of the project?
   YES NO
   If yes what type of profile? _____

8. Of the seven categories, which would you be willing to support? (Circle two)
   a) HABITAT PROTECTION AND ENHANCEMENT eg.wetlands, range improvement, rare and endangered habitats
   b) ENVIRONMENTAL SUSTAINABILITY which includes trans-boundary issues, monitoring and benchmark research
   c) BIODIVERSITY AND GENETIC DIVERSITY which includes gene pool and DNA research, fire ecology
   d) RARE, ENDANGERED, THREATENED SPECIES eg. caribou, grizzly
   e) PEOPLE/WILDLIFE eg. poaching, heavy use areas, education programmes
   f) BASELINE INFORMATION eg. inventories, operational problem
   g) TOOLS AND TECHNOLOGIES eg. data base development, inventory, models, tracking

9. Would you prefer your contribution to be identified with a specific park?

   YES NO

   If yes which park? (Circle more than one if appropriate)

   a) Banff b) Elk Island c) Jasper d) Kootenay
   e) Yoho f) Pacific Rim g) Waterton h) South Morseby
   i) Mt. Revelstoke/Glacier

10. If you sponsored a specific project would you require access to data?

    YES NO

11. As a contributor, what recognition would be most valuable?
    a) charitable tax receipt
    b) signage in the park where research is being undertaken
    c) acknowledgment of your involvement in your advertising campaign
    d) acknowledgment in the published research
    e) other _____

12. Does your corporation have "corporate giving" criteria?

    YES NO

    If yes how can we obtain a copy? _____

13. What level of priority would Canadian environmental and wildlife research projects be given?

    Low High
    1 2 3 4 5

14. What is the best time for requesting funding from your organization?

    _____

15. What financial contribution could be made? (Check most appropriate in either or both categories)

Individual:	Organization:
a) up to $100	a) up to $1000
b) up to $500	b) up to $10,000
c) up to $1,000	c) up to $50,000
d) up to $10,000	d) up to $100,000
e) other_____	e) other_____

RESEARCH PROJECTS REQUIRING FUNDING

NAME OF PROJECT	PARK	COST	PROJECT LENGTH
A) Habitat Protection and Enhancement (e.g., wetlands, range improvement, rare and endangered habitats)			
Developed Area Forest Management Plan	Jasper	$171	3 years
Wetland Management Plan	Banff	$ 23	2 years
Range Condition Inventory	Elk Island	$ 32	2 years
B) Environmental Sustainability (e.g., trans-boundary issues, monitoring and benchmark research)			
Transboundary/Backcountry Evaluation	Revelstoke/Glacier	$ 80	2 years
Co-operative Elk Research	Waterton	$ 44	2 years
Ungulate Condition Assessment	Elk Island	$110	3 years
East Slopes Wildlife Management	Banff	$ 40	1 year
Limits of Acceptable Change	Yoho	$ 26	2 years
Sheep River Cougar Project	Banff	$ 5	1 year
C) Biodiversity and Genetic Diversity (e.g., gene pool and DNA research, fire ecology			
Fire Effects Study	Jasper	$ 21	3 years
Fire History/Management Study	Waterton	$113	2 years
Fire Ecology	Banff	$ 55	3 years
D) Rare, Endangered Threatened Species (e.g., caribou, grizzly)			
Large Predator Study	Banff	$313	3 years
Trumpeter Swan Re-Intro	Elk Island	?	5 years
Peregrine Falcon Management	South Moresby	$ 15	2 years
Status of Caribou	Revelstoke/Glacier	$215	3 years
E) People/Wildlife (e.g., poaching, heavy use areas, education programmes)			
Wildlife Photo/Video Inventory	Jasper	$ 85	3 years
Racoon Predation	South Moresby	$ 45	4 years
Bear Management Research	All	$446	4 years
Regional Law Enforcement Strategy	All	$ 50	3 years
F) Baseline Information (e.g., inventories, operational problems)			
Wildlife Management Plan	Waterton	$ 42	2 year
Bighorn Sheep Management	Kootenay	$ 15	1 year
Camper Bay Sea Caves Research	Pacific Rim	$ 22	2 years
Fisheries Management Plan	Banff	$110	5 years
Hotsprings Botanical Inventory	South Moresby	$ 6	1 year
G) Tools & Technologies (e.g., data base equipment, inventory, models, tracking)			
Electronic Surveillance Equipment Tests	Yoho	$ 26	1 year
Res. Database & GIS Integration	Elk Island	$ 42	3 years

APPENDIX B

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